

MARYLAND DEPARTMENT OF HEALTH  
CENTER FOR HARM REDUCTION SERVICES

PRE-APPLICATION MEETING  
FOR  
MARYLAND HARM REDUCTION HOUSING LANDSCAPE AND NEEDS  
ASSESSMENT

CONTRACT NO.: PHPA 1598 BPM024470

JUNE 8, 2021

3:30 p.m. - 4:07 p.m.

PRESENT FROM MDH:

ERIN RUSSELL, Chief of the Center for Harm  
Reduction Services, Maryland Department of  
Health

ROBERT BRUCE, Chief Operations Officer for the  
Prevention and Health Promotion Administration

DANA HEILMAN, Division Chief of Programs and  
Policy

LESLIE EVANS, Harm Reduction Education

ALSO PRESENT:

Antonio Driver, Speak Out  
Barry Walters  
Bina Ali  
Brenae Zimmerman  
Circe Le Compte, Health HIV  
Erin Starzyk, Health HIV  
Hannah Breakstone, Youth Empowered Social  
Harriet (No last name given), BHRC  
Michelle Taylor, University of Maryland,  
Behavioral Health Research Team

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ALSO PRESENT CONTINUED:

Nate Fields

Owen (No last name given) BHRC

Rebecca coyle, Frederick County Health Department  
HIV

Samantha Vega, DSS, Allegany County

Sharon Coker, SLK Health

Gregory Frailey, Harford County Health Department,  
Harm Reduction Unit

REPORTED BY: KATHLEEN A. COYLE, Notary Public

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1 bit about the background that brought us to this  
2 request for application, and what we're looking for.  
3 And then -- and what we're looking for, and we'll walk  
4 through the RFA and the key activities being requested.  
5 And finally, we'll close with the how to apply and  
6 exactly how to get your application in by the due date.

7 So as part of introductions, I'll start. My  
8 name is Erin Russell. I'm chief of the Center for Harm  
9 Reduction Services at the Maryland Department of  
10 Health. I'm joined by a couple of team members. First  
11 I'll introduce Dana Heilman. She is my division chief  
12 of programs and policy. And I'll let you say hi, Dana.

13 MS. HEILMAN: Hi everyone.

14 MS. RUSSELL: Thank you. And Leslie Evans,  
15 who is, of course, our education efforts, Harm  
16 Reduction Education. She's on the line. She's been  
17 supporting our housing work as well. Leslie, you want  
18 to say hi?

19 MS. EVANS: Hello everyone.

20 MS. RUSSELL: Thank you. And then Robert  
21 Bruce. He is the chief operations officer at the

1 Prevention and Health Promotion Administration, also  
2 from Maryland Department of Health.

3 MR. BRUCE: Hello.

4 MS. RUSSELL: Thank you, Robert.

5 So for those of you who are joining us,  
6 please put your information in the chat box. Again,  
7 this is so we can have a record of who attended. That  
8 should include your name, company name, email address,  
9 telephone number.

10 All right. So getting into the content. I  
11 will turn it over to Robert Bruce.

12 MR. BRUCE: Great, Erin. Thank you. Again,  
13 my name is Robert Bruce. I'm the chief operations  
14 officer for the Prevention and Health Promotion  
15 Administration, as well as the procurement officer for  
16 this solicitation. So I'm going to read over some of  
17 the procurement aspects and then hand it back over to  
18 Erin and her team to talk about some of the aspects  
19 that are in the RFA.

20 Okay. The RFA, in all subsequent  
21 documentation regarding this solicitation, will be

1 posted on eMaryland Marketplace. Please remember that  
2 in order to receive an award you, the vendor, must be  
3 registered on eMaryland Marketplace Advantage.  
4 Registration is free. This information is in  
5 subsection 1.5, for details, in the RFA.

6 Carefully review subsection 1.1 of the RFA.  
7 The Maryland Department of Health, Center for Harm  
8 Reduction Services, is issuing this request for  
9 applications to partner with an organization to conduct  
10 a housing landscape and needs assessment among people  
11 who use drugs.

12 In section 2 there are applicant mandatory  
13 requirements, which is on page six. The applicant  
14 shall be a social organization as defined per section  
15 7-402 of the State Finance and Procurement Article of  
16 the Annotated Code of Maryland or a local State  
17 government agency of a college or State university. For  
18 social organization applicants please note that the  
19 applicant must be a nonprofit organization classified  
20 under the IRS tax exempt, under 501C3 of the Internal  
21 Revenue Code. As proof of this, the applicant is asked

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1 to attach a copy of their tax exempt status from the  
2 IRS.

3 Carefully review section 1.6 regarding how to  
4 submit questions subsequent to this pre-application  
5 conference. Questions should be emailed to  
6 [phpa.procurement@maryland.gov](mailto:phpa.procurement@maryland.gov) And please put in the  
7 PHPA number 1598 and the BPM number 024470 in the  
8 subject heading. The procurement officer, based on the  
9 availability of time to research and communicate an  
10 answer will decide whether to answer the given  
11 questions before the application due date. So try to  
12 get in your questions as soon as possible. All answers  
13 to questions will be submitted and posted on EMMA for  
14 reference.

15 The agreement -- grant resulting from this  
16 solicitation will be effective for approximately 12  
17 months, commencing on or about September 1, of 2021.

18 Section 3, the scope of work begins on page  
19 seven. Carefully review this section to get a full  
20 understanding of the requirements for this  
21 solicitation.

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1           And the procurement method used for this  
2 solicitation is competitively sealed applications.

3           Offerors are required to submit their  
4 applications for this RFA in two parts. Section 4,  
5 application format begins on page 13, and clearly  
6 lists all submission requirements. Your applications  
7 must be submitted in separate volumes. Volume 1 is the  
8 project narrative. Volume 2 is the budget narrative  
9 with justification. Do not put any budget information  
10 in the same volume with your project narrative. That  
11 will disqualify you.

12           Section 4.3 lists all documentation and  
13 information required to be submitted as a part of your  
14 project narrative.

15           The number of proposals required is stated in  
16 section 4.2. Please note that during the current state  
17 of emergency applications may be emailed to the  
18 procurement officer with separate pdf files or mailed  
19 to the address of the procurement officer via FedEx or  
20 UPS. Hand delivering is currently not accepted at the  
21 Maryland Department of Health. Again, our preference

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1 is via email. And if you email two separate files, you  
2 can do it in either a combined email or due to size of  
3 pdf files you can do two separate emails. And ask for  
4 a receipt confirmation.

5 Section 4.4 talks about volume 2, which is  
6 telling you what is required in the budget narrative.  
7 And that's on page 14.

8 Section 5 talks about the evaluation and  
9 selection process, which are starting on subsection  
10 5.1, on page 15. Your applications will be evaluated  
11 by a committee organized for that purpose and will be  
12 placed on the criteria set forth on the RFA. The  
13 project narrative is listed in descending order of  
14 importance and can be found in subsection 5.2, on page  
15 15.

16 The selection procedure is highlighted in  
17 subsection 5.4, on page 16. And as noted, the  
18 agreement will be awarded to the most responsive,  
19 responsible applicant that submitted an application  
20 determined to be the most advantageous offered to the  
21 State, considering both the technical and price factors

1 as set forth in the RFA.

2 Other than composing your application, the  
3 most important matter is to get the application to us  
4 by the date, time and location listed in the RFA. For  
5 this RFA, proposals are due no later than July 1, 2021,  
6 at 2:00 p.m., local time. The email address for  
7 receipt of proposals is listed on the key information  
8 summary, on page two of the RFA. No proposals will be  
9 accepted after 2:00 p.m., local time. Please note that  
10 the Maryland Department of Health considers the  
11 official receipt time as the email time stamped on the  
12 email as received by the Department. So please get  
13 your applications in, earlier the better. We will also  
14 confirm receipt once the application is opened.

15 Regardless of when you get your applications  
16 to me, they're not opened until after the 2:00 p.m.,  
17 deadline.

18 Please note that no agreement will become  
19 effective until it is signed and returned to the  
20 procurement officer and the official notice of award is  
21 issued by the Department.

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1           Again, if you have any questions please email  
2 myself, Robert Bruce, at the  
3 [phpa.procurement@maryland.gov](mailto:phpa.procurement@maryland.gov) email address.

4           Thank you. And I'll turn it back over to  
5 Erin and the program so they can go over the details of  
6 the RFA.

7           MS. RUSSELL: Thank you, Robert. I'll pause  
8 for a minute and confirm if there are any questions at  
9 this stage, before we move into more of the background  
10 and contents of the RFA.

11           (No response.)

12           MS. RUSSELL: So the Center for Harm  
13 Reduction Services is housed within the Prevention and  
14 Health Promotion Administration at the Maryland  
15 Department of Health. We were created in 2019 to  
16 centralize harm reduction activities across the  
17 Department. We've managed the Overdose Response  
18 Program, Syringe Services Programs, an Access Grant  
19 Program, and other resources that we provide of  
20 organizations. And we engage in a number of workforce  
21 development training and technical assistance

1 activities in order to support local harm reduction.

2 We envision a Maryland where health care and  
3 social service systems meet the needs of people who use  
4 drugs in a comprehensive and community based manner.  
5 People who use drugs should have equitable access to  
6 high quality care. And finally, services provided to  
7 the people who use drugs should be free from stigma and  
8 discrimination.

9 We believe that focusing on people who are  
10 actively using drugs will have an overall impact on  
11 substance related morbidity and mortality.

12 So after I talk about the grant summary I'll  
13 describe how this grant fits into the vision of the  
14 Center for Harm Reduction Services. So the title is  
15 Maryland Harm Reduction Housing Landscape and Needs  
16 Assessment. Here you find the solicitation number.  
17 The issuing office is the Center for Harm Reduction  
18 Services. Our procurement officer you just met, is  
19 Robert Bruce. The grant monitor is myself, Erin  
20 Russell. You submit preferably by email to Robert  
21 Bruce, attention to Robert Bruce but through this email

1 address [phpa.procurement@maryland.gov](mailto:phpa.procurement@maryland.gov) The closing date  
2 is July 1, 2021, at 2:00 p.m., eastern standard time.  
3 And we anticipate making an award that starts September  
4 1, of 2021, and lasts for one exactly one calendar  
5 year. And this information is here as a reference for  
6 you. It's important to include this in your cover  
7 sheet, which we'll talk about later.

8 This is a cost contract. And grantees will  
9 invoice the Maryland Department of Health, Center for  
10 Harm Reduction Services for allowable costs. This  
11 means that you have to have cash on hand in order to  
12 start grant activities and then send an invoice for  
13 reimbursement.

14 In order to receive a grant you must be a  
15 social organization. And this is defined as a local  
16 State government agency, public college or State  
17 university, nonprofit organization. And the full  
18 description can be found in State statute. And as  
19 proof of this please provide a 501C3 tax exempt status  
20 documentation.

21 If you currently receive an award, that does

1 not preclude you from applying to this grant award as  
2 well.

3 All right. So housing first is a model that  
4 seeks to keep -- provide housing to people who are  
5 using drugs without expecting them to change their drug  
6 use in order to maintain their housing status. It  
7 focuses on getting housing to people as quickly as  
8 possible. And it encourages autonomy of the person  
9 participating in the program. The lease is typically  
10 in the client's name. And services are wrapped around  
11 where the client is housed. So they may have a check-  
12 in, a case manager, things that help support the person  
13 in getting to the next stage of wellness that they  
14 define for themselves. And all of those services are  
15 voluntary.

16 Stable housing and health outcomes are  
17 inextricably linked. We know that peoples health  
18 suffers when they lose their housing. And by keeping  
19 people housed we see improved health outcomes.  
20 Unfortunately, a lot of stigma and policy barriers seem  
21 to be hindering the expansion of housing, particularly

1 housing first for people who are using drugs. And it's  
2 important to the Center to address this as it is a  
3 social determine of health that's critical to improving  
4 health outcomes among people who use drugs.

5 So we're seeing this award as an opportunity  
6 to better align our activities with the housing first  
7 model and increase housing opportunities for people who  
8 use drugs. We've heard anecdotally that housing is an  
9 issue, that it's -- we've engaged in research and have  
10 talked with people who use drugs. We know, it's a top,  
11 top need of a lot of people. We don't exactly  
12 understand why there are barriers to expansion of it,  
13 and where we, as the Center for Harm Reduction can best  
14 direct our resources to strengthen and fill those gaps.

15 So the first step that we see is doing a  
16 landscape assessment. The world of housing is so bad  
17 and deep, and we want to make sure we have a good  
18 handle on what are the available housing options, what  
19 are the type, location, how do people access them, what  
20 are the referral pathways to which people get housed,

1 and what does that housing landscape look like by  
2 region or by county across our state. We know there's  
3 also federal funds, some State funds, possibly some  
4 local funding options for housing. It would be very  
5 helpful to understand how that money flows, and then  
6 what types of policies with how it gets spent, that  
7 leads to whether or not people who use drugs can access  
8 the services that they want. So this is the first  
9 stage of kind of doing a service map, a map of like  
10 what's happening, what's available, what can people  
11 currently, you know, use.

12 Second activity is a needs assessment. So  
13 again, I mentioned we've done some research to  
14 understand needs. This would be a very deliberate  
15 research study, assessment study to talk to people who  
16 participate in our Harm Reduction Programs about what  
17 their housing needs are, and if they had access to  
18 housing, how would they like it to look? So we  
19 foresee 15 to 20 interviews or five focus groups with  
20 people who are use drugs, for people who use drugs and  
21 are participants. And that we also have access to some

1 quantitative data that's data collected from our  
2 grantees, and also through the Ryan White CARE database  
3 which collects data from all Ryan White funded programs  
4 that serve people who have HIV, but al people who are  
5 at risk of HIV. And so there are questions in there  
6 about how they could inform this assessment. So this is  
7 the second activity.

8           And finally, by doing a landscape assessment  
9 about what's available, a needs assessment about what  
10 the demand is, we see the third activity being what are  
11 the ways in which, again, the Center for Harm Reduction  
12 Services should direct its resources to have an impact  
13 on the housing gap moving forward. And this is going  
14 to align with our launch of a housing work group. So  
15 we're gong to be working with multi-disciplinary groups  
16 and taking this year to understand what the needs are  
17 so that we can best plan for how to move forward in  
18 the, you know, from -- in 2022 and beyond. So this is  
19 a very important and exciting opportunity for the  
20 consultant to directly inform how we design our  
21 programming and direct our funding. And we are

1 requested that that's boiled down to three to five  
2 recommendations, and that they include recommendations  
3 for training and technical assistance for existing  
4 housing providers as appropriate.

5 One thing I'd like to highlight about these  
6 three activities. We did include in the RFA that we  
7 will make -- we could make multiple awards. So if you  
8 represent an organization that may be stronger with  
9 needs assessment, then -- and you can apply for the  
10 needs assessment section, that would be fine. We do  
11 anticipate giving preference to an organization that  
12 can do all three so we can work with the same  
13 consultant over time. But we realize that they could  
14 be two distinct activities, and one organization might  
15 be stronger than another in these areas. So if you do  
16 want to apply for one activity, please highlight that  
17 in your application.

18 Also included in the scope of work is staff  
19 requirements. It's critical that who we partner with  
20 has an understanding of housing, just being able to put  
21 the pieces together, you know, and explain what the

1 landscape is. And a background in housing would be  
2 very beneficial for that. Research experience with  
3 people who use drugs, having that close real confidence  
4 is really critical. And finally, an understand of harm  
5 reduction so that the recommendations that are made can  
6 fit into our harm reduction content at the center.

7           And so describe that a bit further I have the  
8 background information on harm reduction. And so just  
9 reading through the background section of the RFA to  
10 get a really solid understanding of how the Center  
11 purchased and defined harm reduction, and the value  
12 that we want to see in an applicant. So harm reduction  
13 is an approach to service provision and a drug policy  
14 reform movement that seeks to reduce the harms  
15 associated with drug use and drug policies. People are  
16 not defined by their drug use. Quality of life takes  
17 priority as an outcome over abstinence or really any  
18 change. People define their own goals, including  
19 regarding their drug use behaviors. And the voices of  
20 people who use drugs must be centered and programmed on  
21 policies that affect them. We see this manifest in

1 programs when a program meets people where they are,  
2 prioritizes highly impacted populations, and services  
3 are delivered in a client centered manner, and barriers  
4 are reduced as much as possible. And that  
5 geographically -- that strategies are tailored to the  
6 specific geographic locations, the specific needs of  
7 that environment and community.

8 We also strive for services to be  
9 comprehensive. Applying the values of the drug user  
10 health framework. That looks at the full spectrum of  
11 health needs of someone who is using drugs from  
12 infectious disease, wound care, blood actions,  
13 behavioral health services needs, mental health, and  
14 then the social determinants, including housing, which  
15 is why we're here. Services should also be responsive  
16 to emerging needs and address the social determinants,  
17 as I mentioned. And finally, it's critical that  
18 services provide a culturally confident and a pure run.

19 So at this point, that's the background  
20 information. I think it's also important to keep in  
21 mind why we're looking for a harm reduction oriented

1 applicant, because being able to look at the landscape  
2 right now and understand why it's not serving people  
3 who use drugs will take a critical eye and need a  
4 critical perspective. So we're hoping to have someone  
5 who can really analyze why isn't the system working  
6 right now, why do we have such a need and such a gap.

7 So with that, I'll turn it over to Dana  
8 Heilman, who will go through the details of how to  
9 apply for this application for this RFA.

10 MS. HEILMAN: Hi everyone. Thank you, Erin.  
11 I'm going to talk through some of the nuts and bolts of  
12 the actual application. A lot of this is going to be  
13 redundant of what Robert mentioned earlier, but I am  
14 repeating it because it is very important to the  
15 application. Next slide, please.

16 So the first piece that Robert did mention is  
17 that you must register on eMaryland Marketplace in  
18 order to apply for this opportunity. Registration is  
19 free, and there's the link to register as a new vendor.  
20 And you can access that when we share the slide deck at  
21 a later date. All solicitation information will be

1 posted there on the eMaryland Marketplace. Any  
2 amendments to the RFA, any new information, including  
3 the transcript to this webinar will be posted there.  
4 So please do check this. Next slide, please.

5 Okay. So this is an outline of what your  
6 overall proposal will look like. The key thing to note  
7 here is the two separate pieces. So the first piece is  
8 the project narrative, which we also call the technical  
9 proposal. And the second piece is the budget. And the  
10 important information -- the important reason to  
11 separate that is because you should not include any  
12 cost information in the volume one. If you do include  
13 any cost information in volume one your application  
14 will be disqualified. So just be sure to follow that  
15 rule. And I'll talk a little bit more about this  
16 later, but these two pieces should also be submitted  
17 separately when you go to submit via email.

18 So the project narrative or technical  
19 proposal includes the transmittal letter, which I'll  
20 talk through the specific pieces of that. The project  
21 narrative/scope of work, and that will include your

1 work plan, which is described in the RFA, and there's a  
2 template available that you can use. The project  
3 description, which is basically your narrative about  
4 how you are going to address those three pieces that  
5 Erin mentioned earlier. And then that's where you  
6 would also make note of whether you're addressing all  
7 of them or one or two of them.

8           And then the last piece of the project  
9 narrative is the mandatory requirements documentation.  
10 So this is all written out in the RFA. But as Erin  
11 mentioned, if you are -- if you do fall under the  
12 nonprofit category of the social organization  
13 definition, then you'll need to submit some kind of  
14 documentation of your 501C3 status. And then we'll  
15 also need the CVs of staff who are participating in the  
16 proposal.

17           And then volume two is the budget  
18 justification, which is described on page 18 of the  
19 RFA. And that includes two pieces, exhibit B and  
20 exhibit C. So the budget form and the budget  
21 narrative. And so for those pieces I'll talk a little

1 bit more about them, possibly on the next slide. No,  
2 not on the next slide.

3 So those pieces will be really specifically  
4 defined how you'll fill them out, the forms themselves.  
5 And the budget form is your actual budget, and then the  
6 narrative is justifying each piece of your budget in  
7 writing. Next slide, please.

8 So I'm going to talk through the different  
9 pieces of that outline, now that you've seen the  
10 outline. So the transmittal letter, all of this is  
11 written out in the RFA. But these are the pieces that  
12 you're going to include in that letter. These are kind  
13 of the details of your application, the solicitation  
14 number, signature of somebody who can commit the  
15 application to the proposal, federal employee, employer  
16 identification number, all of these pieces. Next  
17 slide, please.

18 So the budget narrative, like I said, there  
19 are two pieces. The budget form and the budget  
20 narrative, which compile volume two. And so, as I  
21 mentioned, the first part is going to be the actual

1 budget. And there is a very specifically defined  
2 format. You will find those in the RFA. And exhibit C  
3 is the justification, in writing, of each of those  
4 pieces.

5 So the actual how-to submit part. Again, via  
6 email to this email address. The due date is July 1,  
7 2021, at 2:00 p.m. And these pieces should be  
8 submitted separately. So your technical proposal and  
9 your budget. And, again, no cost information in the  
10 technical proposal. You can submit them in separate  
11 emails. That's the preferred way. And these are --  
12 this is exactly how the subject line of each of those  
13 emails should be written out.

14 Both applications will be reviewed by an  
15 information committee that was specifically chosen to  
16 evaluate the applications for this opportunity. And  
17 they will choose the application or applications that  
18 are most advantageous to the State. So they'll look at  
19 a list of criteria and also price information. So this  
20 is the evaluation criteria that they will use to look  
21 at the application. This is in descending order of

1 importance. And you can find this on page 15 of the  
2 RFA. So does the applicant demonstrate an  
3 understanding of a harm reduction framework? Does the  
4 applicant demonstrate academic and professional  
5 qualifications to meet the project's data collection  
6 and analysis needs? Does the applicant demonstrate  
7 experience conducting similar projects in landscape  
8 assessment, harm reduction, and/or housing first? Does  
9 the applicant demonstrate capacity to deliver the  
10 proposed programs, including existing staff, hiring  
11 plan for new staff, and any attribute of the  
12 organization that will support grant activities? And  
13 so that's where your -- the CVs for your applicant  
14 relevant staff will come in. Does the applicant  
15 adequately describe other organizational needs to  
16 complete the project, including internal capacity,  
17 partnerships, and subcontracts? Does the applicant  
18 propose to deliver at least one and up to three  
19 required grant activities in their entirety? Does the  
20 work plan include appropriate deliverables throughout  
21 the grant period? Does the applicant include a

1 timeline for achieving deliverables in the narrative or  
2 work plan? And does the applicant include -- okay.  
3 That's a repeat. Never mind. Those are eight, eight  
4 criteria.

5 So -- okay. So in addition to those  
6 evaluation criteria we encourage you to review very,  
7 very carefully section 3.2, which is the background and  
8 some of that information that Erin reviewed but in a  
9 lot more detail. And I'll kind of give you a sense of  
10 the Center's values and what we will (inaudible) RFA.  
11 Okay. That's it for me.

12 MS. RUSSELL: Thank you, Dana. At this  
13 point we can open for questions. You can type them in  
14 the chat or unmute and speak your question out loud.

15 MS. ALI: (Typed question in chat box) What  
16 is the funding source for this project, whether it's  
17 federal or state grants?

18 MS. RUSSELL: To your question about the  
19 funding source for this project, whether it's federal  
20 or state grant funds. The funding source is federal.

21 A last chance -- go ahead, Erin.

1 MS. STARZYK: Yes. So since it's federal are  
2 there certain measures that need to be reported to the  
3 federal government that will be included in this  
4 project as well?

5 MS. RUSSELL: Nothing above and beyond what  
6 is in the award. You know, typically in our conditions  
7 of award we state grantees should have to be responsive  
8 to our request for information on performance. We will  
9 likely have a regular check in. There are three due  
10 dates for this grant, and those align with when a  
11 preliminary report is due, a final report, and then  
12 recommendation. So for now those are the only  
13 reporting expectations. And there aren't any other  
14 quantitative reporting measures that are being  
15 requested of the federal government.

16 MS. STARZYK: Great. Thank you so much.

17 MS. RUSSELL: Thank you.

18 MS. ALI: (Typed question in chat box) Is MDH  
19 able to share approximate funding amount for this  
20 project?

21 MS. RUSSELL: We do not have an approximate

1 funding amount for this project. We are able to weave  
2 together a couple of different grants that are all  
3 interested in supporting this work. So please be  
4 creative and ask for what you need to do the job.

5 Is there a current incumbent? Nope. We have  
6 never done this before. This is our first into housing  
7 in general. We're just -- you know, we've been dipping  
8 our toes into it over the last eight months or so, you  
9 know, talking to key informants, trying to understand  
10 the lay of the land. And then this is the first time  
11 we're putting some resources behind getting all of that  
12 onto paper and getting something concrete that we can  
13 move forward on programmatically. So there is -- this  
14 will be entirely new, and someone will get to step in  
15 and really influence, play a key role in influencing  
16 the work we do around housing. Thank you.

17 All right. Well, we don't have to sit and  
18 wait for questions until 4:30. We can wrap early. One  
19 last call for any questions about the application, the  
20 process?

21 (No response.)

1                   MS. RUSSELL: Hearing none. Well, I deeply  
2 appreciate all of your interest in this, and your  
3 support of the Center for Harm Reduction. If you do  
4 have questions moving forward, please address them to  
5 Robert Bruce and we'll get those answered for you as  
6 quickly as possible. And thank you very much. Have a  
7 great rest of your day.

8                                   (Whereupon, at 4:07 p.m., the meeting  
9 was adjourned.)

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CERTIFICATE OF NOTARY

I, Kathleen A. Coyle, Notary Public, before whom the foregoing testimony was taken, do hereby certify that the witness was duly sworn by me; that said testimony is a true record of the testimony given by said witness; that I am neither counsel for, related to, nor employed by any of the parties to this action, nor financially or otherwise interested in the outcome of the action; and that the testimony was reduced to typewriting by me or under my direction.

This certification is expressly withdrawn upon the disassembly or photocopying of the foregoing transcript, including exhibits, unless disassembly or photocopying is done under the auspices of Hunt Reporting Company, and the signature and original seal is attached thereto.




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KATHLEEN A. COYLE  
Notary Public in and for  
the State of Maryland

My Commission Expires: April 30, 2022

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